



Profile of mission-driven companies

2025
9TH BAROMETER



MESSAGE FROM THE CO-CHAIRS

Beyond the numbers.

Every year, publishing a mission-driven companies barometer is a strong commitment.

It requires to look at the facts, go beyond impressions, and assess our intuitions.

This 9th edition is no exception. Dense and precise, it tells the story of seven years of gradual adoption of a model that continues to take root in the French economy.

In 2025, many spoke of a backlash. A backlash against environmental ambition. A backlash against social priorities. A backlash against public policy. This barometer shows that, far from stepping back, the mission-driven company model continues to spread: over the past four years, nearly 500 new companies have adopted the status each year.

One legitimate question we are often asked: "How many mission-driven companies are there?"

But it may be reductive. This very number matters, of course. Yet it does not catch what matters most. It does not reveal internal transformations, governance

decisions, strategic trade-offs, or debates within mission committees. It does not show the influence exerted across entire value chains. Nor does it reflect the capacity of this model to transform the company itself and, beyond, its business sector.

This barometer provides two major insights:

- 15% of the 333 biggest French groups now include at least one mission-driven entity;
- 4 business sectors now exceed 13% of employees working within organisations driven by a mission, significantly re-designing practices and standards.

Finally, this transformation produces measurable effects. Across several recognised benchmarks, mission-driven companies display performance levels above the average.

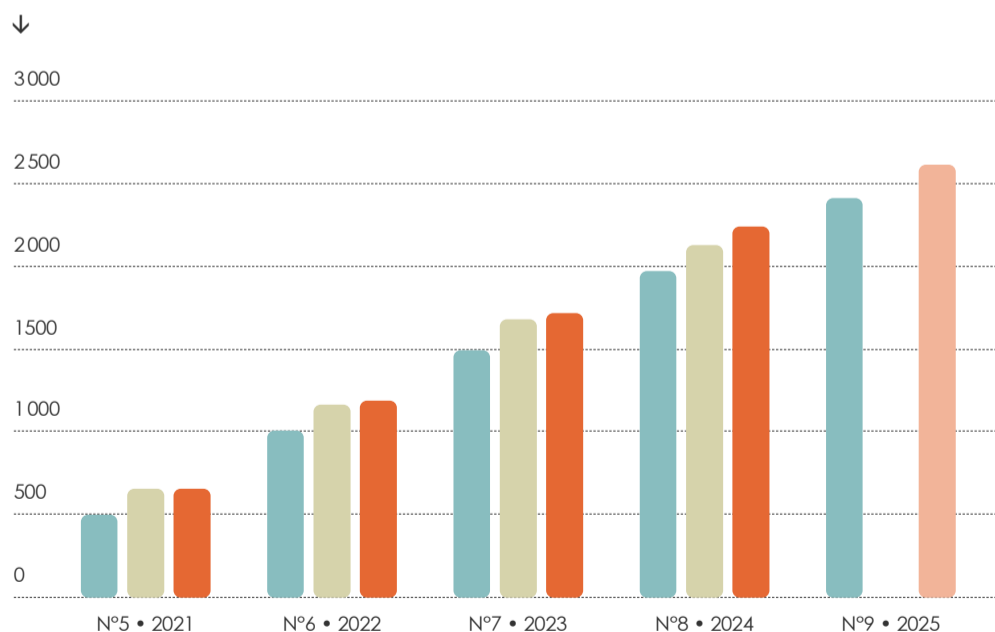
Beyond the numbers. The sentence may seem unusual for a barometer. Yet the strength of this 9th edition lies precisely in turning down simple counts. It goes to show the consistency of a commitment. There is a transformation under way. It hints that mission has now become an economic reality.

Hélène BERNICOT and Guillaume DESNOES

Chief Executive Officer, Crédit Mutuel Arkéa / Co-founder, Alenvi
Co-chairs of the Cem

Evolution of the number of companies

that adopted the model by December, 31st each year according to successive editions of the barometer.

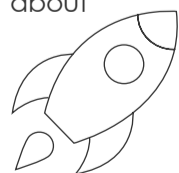


Average growth of about

500

New mission-driven companies

per year over the past four years



The **Communauté des entreprises à mission (Cem – Mission-driven companies Community)** is a non-profit organisation founded in 2018 from the conviction that businesses have a major role to play in addressing the social and environmental challenges of the 21st century.

Today, our community brings together 340+ members — company directors, experts and researchers — committed to embedding mission at the heart of business strategies and combining economic performance and societal challenges.

The Community advocates the transformation of businesses and aims at making the mission-driven company a major lever for economic and social changes.

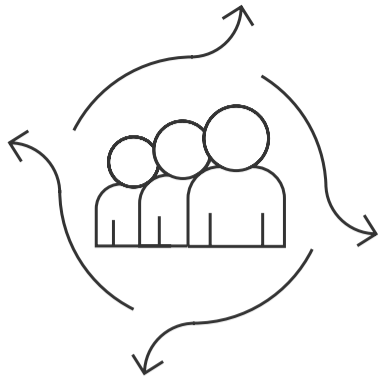
The Cem identifies mission-driven companies, shares their approaches in order to inspire others, and contributes to academic research through practical case studies. Each year, it publishes a profile of mission-driven companies.

In partnership with:



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2,596

companies

have become mission-driven since 2019

among which **2,411** active MISSION-DRIVEN COMPANIES on December, 31st 2025

including:

Before 2025

Back Market

Danone

Doctolib

EM Lyon

Enedis

Harmonie Mutuelle

La belle-iloise

La Poste

MAIF

In 2025

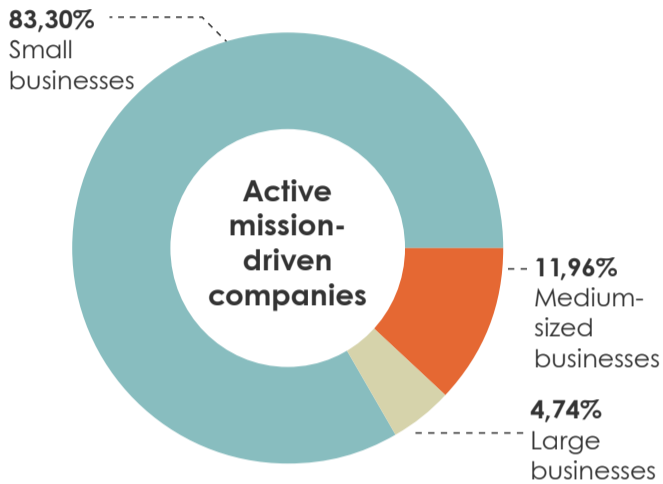
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OpinionWay

Distribution by company size



TOP 4 sectors by proportion of employees involved in a mission



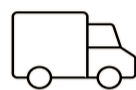
Electricity, gas and steam supply

21%



Health and social work activities

16%



Transport and storage

19%



Real estate activities

13%

15%

of the biggest French groups

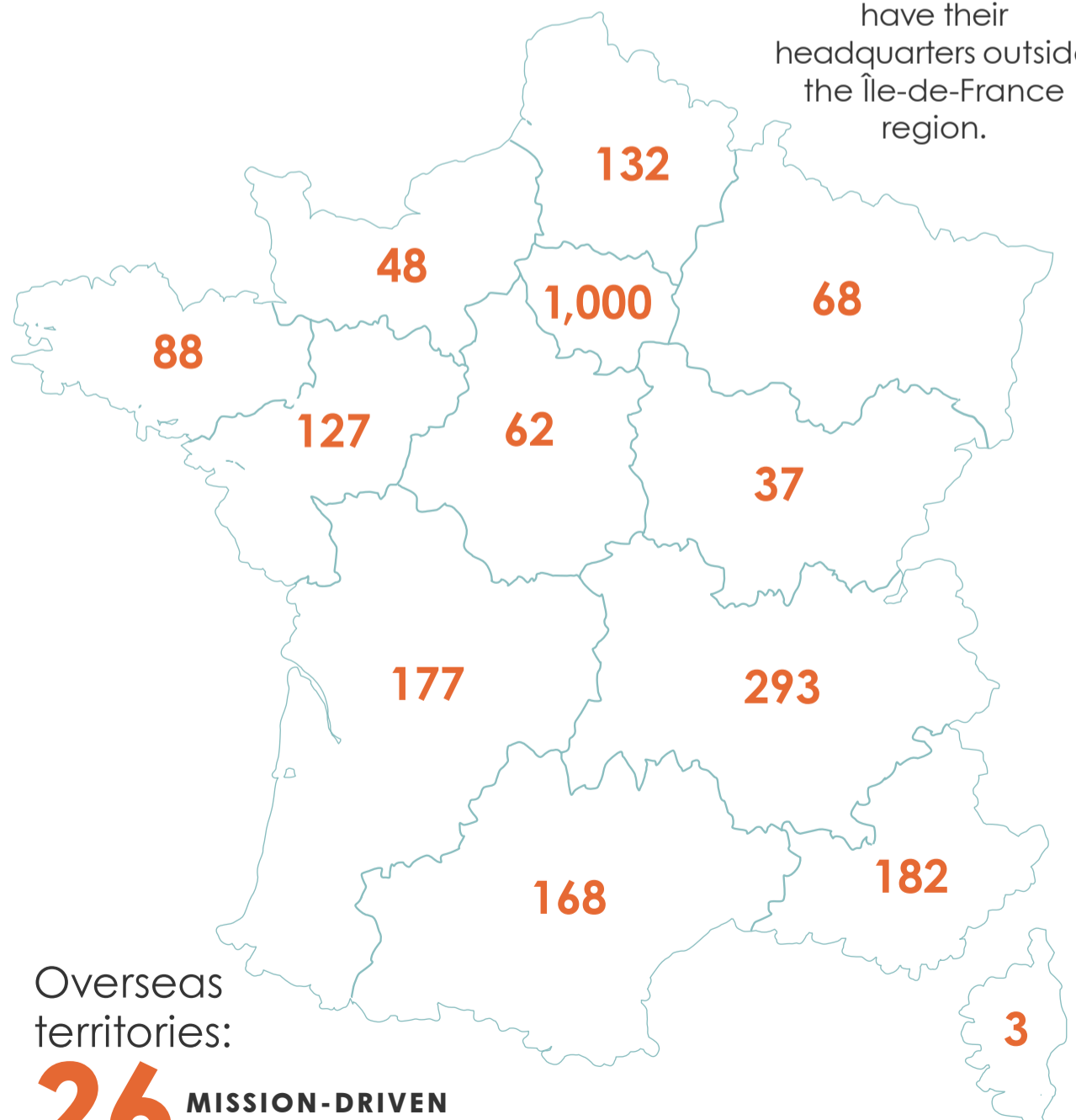
have at least one mission-driven entity (parent company or subsidiary)

Distribution of the 2,411 mission-driven companies by location of headquarters

59%

OF MISSION-DRIVEN COMPANIES

have their headquarters outside the Île-de-France region.



Overseas territories:

26 MISSION-DRIVEN COMPANIES

1,106,000 employees involved in a mission

DISCOVER THE 9TH BAROMETER

Profile of mission-driven companies in 2025

